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CIA CAREER SERVICE BOARD

25th Meeting

Thursday, 1 April 1954

4:00 p.m.

DCI Conference Room

Administration Building

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Thursday, 1 April 1954

4:00 p.m.

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Present

Lyman B. Kirkpatrick  
Inspector General, Chairman

Matthew Baird  
Director of Training, Member

25X1A9a

[REDACTED]  
DC/PP, Member

25X1A9a

[REDACTED]  
Chief of Operations, Alt. for DD/P, Member

25X1A9a

[REDACTED]  
DAD/O, Member

25X1A9a

[REDACTED]  
AD/Communications, Member

Harrison G. Reynolds  
AD/Personnel, Member

Lawrence K. White  
ADD/A, Member

25X1A9a

[REDACTED]  
SA/DD/I, Alt. for DD/I, Member

25X1A9a

[REDACTED]  
Executive Secretary

25X1A9a

[REDACTED]  
Secretariat

25X1A9a

[REDACTED]  
Reporter

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. . . The 25th Meeting of the CIA Career Service Board convened at 4:00 p.m., 1 April 1954, in the DCI Conference Room, Administration Building, with Mr. Lyman B. Kirkpatrick presiding . . .

MR. KIRKPATRICK: Gentlemen, shall we come to order?

Are there any comments or corrections on the minutes of the 24th Meeting? Hearing none, they stand approved as submitted.

Item 2, "Multi-Purpose Slots", presented by the Director of Training.

MR. BAIRD: I'd like an opportunity to speak on that, if I may. This was written, as you see, on 4 March, and since then there have been a good many changes, I think, in overall planning in the Agency. So I think if any such program is adopted at all, it is far more suitable that it be administered by the Office of Personnel rather than the Office of Training.

Under "Action Recommended", paragraph 6.e., where it reads: "Fix upon the Director of Training responsibility for administration of Multi-Purpose Slots as here proposed" - that that read "the Assistant Director for Personnel" rather than "Director of Training" there.

25X1A9a

Don't you want to mention that clerical error on the distribution of slots?

MR. WHITE: My first comment will be changed to a concurrence in Matt's recommendation that this is not a training function, and that it should be administered by the Office of Personnel.

Insofar as the merit of this proposed program is concerned, I don't see that it would ever have any practical application in the DD/A area. I'm not in position to judge to what extent it might apply in other areas. But for that reason I would oppose the contribution of even three positions from the DD/A ceiling to this so-called "pool". And that leads me to the discussion of the ceilings. In this paper it proposed that the entire block of positions come from DD/A, DD/P and DD/I, completely excluding Training, Commo and Personnel. The combined strength of Training, Commo and Personnel is considerably in excess of the total DD/A strength, so if it is going to be looked at on an Agency basis, I think it should be looked at on a total Agency basis. Also, if it's a question of where to get the ceiling positions from, according to the 28 March strength report the Office of Training has 341 vacancies, so it would appear that that would be the logical place to pick up at least ten positions. That approximates the vacancies in the rest

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of the Agency. But my real feeling on this thing is that we have to attack this personnel ceiling with some realistic thinking. Every time you start setting up a block of 10, 20 or 30, or whatever number of positions, for common use of the Agency but to be administered by one office or another, you go in a direction which I think is contrary to the Director's overall wishes as to getting the number of people in the Agency down below what it is now, and not allowing it to increase, because components look upon that as, "Well, this is not charged to me", and I think that is the wrong way to do it.

My feeling and recommendation would be that each of these people that we have now, or those that come up in the future, be considered on an individual basis, and that if there is a combination of two or more offices who can use the services of that individual, then in conjunction with the Assistant Director of Personnel they decide whose Table of Organization and against whose ceiling he is to be carried. And I don't believe it is necessary to set up a block of 10 or any other specific number of positions to take care of that. We all have to live within our ceilings, and in that way those components which are going to derive a percentage of the man's time would contribute, and they pay their own way.

25X1A9a [REDACTED] I agree with Colonel White.

25X1A9a [REDACTED] May I ask a question? It's probably perfectly obvious but I didn't see it. These people are in fact consultants to the various components of the Agency so why couldn't they be employed as consultants?

25X1A9a MR. BAIRD: We would probably lose the ones that I know of.

25X1A9a [REDACTED]: If there was no monetary loss, would you?

[REDACTED]: There is a status loss. As consultants they wouldn't be career employees.

MR. KIRKPATRICK: I think we would be endangering ourselves and subjecting ourselves to certain criticism in using a consultant full-time.

MR. BAIRD: They are all on somebody's T/O now.

25X1A9a [REDACTED] But I mean the service they performed would be of a consultant nature.

MR. BAIRD: It all depends. I think Colonel White is quite right in saying that each individual case should be considered separately.

25X1A9a [REDACTED] I thought consultants were in a pretty good status.

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MR. BAIRD: The only purpose in the exercise is to call attention to the Agency that we are in danger of losing people with skills the Agency can't afford to lose. Now what we do about it as far as the Office of Training is concerned, I'll take care of them myself. It isn't that. It's to raise the point that we need skills of a great variety, and apparently we are in danger of losing some of them.

MR. KIRKPATRICK: I think I get the consensus of the Board that it isn't believed there is any necessity for a formalized plan, and that it is something that can be handled on an individual basis as you yourselves in your amendment have indicated. And I concur heartily that it is the responsibility of the Assistant Director for Personnel to handle this. The situation has, therefore, been called to the attention of the AD/Personnel, and I move that the Board's action be to refer the matter to the AD/Personnel for handling in the future on a case-by-case basis. I agree with Red - I don't see any purpose for blocking ten slots for this. I think you have five cases here that you mention specifically.

MR. BAIRD: These are just cases that I happen to know about.

MR. KIRKPATRICK: I think in the case of an individual who has a bi or tri-partite utilization by the Agency, that that is almost exclusively an AD/Personnel job to see that the man is happy and his interests are looked after. He is about the sole individual who has the cross-Agency interests at heart. You can't very well put him under one Director or Deputy Director. So it would be the AD/Personnel who would have to handle that.

Is there any further discussion on the Multi-purpose Slot proposition?

The next item on the agenda is the OTR Monthly Report. You all have copies attached. I believe I am correct in saying that about three months ago when this was distributed I raised the question as to its utilization.

25X1A9a

██████████ I move that it be abandoned.

MR. KIRKPATRICK: Colonel Baird has to prepare this report in any case, as I understand it, for the Director, in his regular report. Is that correct?

MR. BAIRD: This will be the type of report I will make anyhow. If I might rephrase what Dick means is that the CIA Career Service Board should

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discontinue getting copies.

25X1A9a

[REDACTED]: I was under the impression that this was a batch of work you were doing to satisfy something that this Board wanted, and that if we didn't need it you could simplify the process for yourself.

MR. BAIRD: I just use this now as my report.

MR. KIRKPATRICK: I would recommend that the Director of Training prepare his monthly report in any manner he sees fit, seeing there is not a general demand that it be done in this way, and that if any of the members of the Career Service Board, or, for that matter, any heads of the components of the Agency, desire information from him, this is available if they so wish.

25X1A9a

[REDACTED]: We use it a lot.

MR. WHITE: I do look at it and I am interested in seeing how many people I have attending various courses. But it isn't worth doing for me unless it is being done anyway.

MR. BAIRD: This merely replaces another type of report.

MR. REYNOLDS: We will, of course, be interested, Matt.

25X1A9a

[REDACTED]: I'd like to be on the distribution, too.

MR. BAIRD: You would normally be - as AD/Commo.

MR. KIRKPATRICK: Any further discussion of the Training Monthly Report?

Item 4, Proposed Plan of Action for the CIA Career Service Board.

I'd like to preface this by saying that the memo I prepared for the Director some months ago--which we discussed in some detail--was a step towards trying to determine the direction which the Career Service Program should take. I think we have gotten a very clear indication of what the general feeling throughout the Agency, as reflected in this Board, is on that direction.

I would also like to read to you a short excerpt from an Inspection Report on the Office of Personnel, dated 30 November 1953, by the Inspector General. (Reading)

"An inspection of the Personnel Office must take into consideration the Career Service Program. In simplest terms, the Career Service Program was organized to develop methods to encourage employees to make a career with CIA. In theory, the Career Service Boards should devise policies and methods, and the Personnel Office should implement them."

Now, obviously, that isn't quite correct in the way some of the Boards are working.

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(Reading)

"In practice the Career Service Program has served to dissipate responsibility for personnel management from both the Personnel Office and supervisors by becoming involved in personnel operation."

That, too, could be amended today to indicate that in certain instances the office Career Service Boards are simply supplementary mechanisms for the supervisor for handling his personnel problems, which is a perfectly correct method of doing it. But the gist of what I had in mind here was that the Career Service Program in certain respects has served to dissipate both of those responsibilities, those of the Office of Personnel and those of the individual supervisors.

Several months ago--in December, to be exact--I expressed the opinion that a method toward getting away from this dissipation of responsibility would be to have the Assistant Director for Personnel as the Chairman of the CIA Career Service Board. General Cabell then raised the question as to whether Mr. Reynolds shouldn't take that over when he came in as AD/Personnel, and I demurred on that on the basis of that plus taking over the Personnel Office simultaneously, was putting a terrific burden on Mr. Reynolds, which I didn't doubt he could handle, but I thought it was a little unfair to the CIA Career Service Board AND to Mr. Reynolds, to do so at that time. The result was that it was agreed that the change would take place at some date in the future. To be perfectly frank, it took me about three months on the Career Service Board to find out what made things go round, and to try to figure out the direction we wanted to head.

Now, in consort with Mr. Reynolds, and with the able assistance of

25X1A9a [REDACTED] I have here a plan which I would like to put in front of you for the future of the Career Service Board, which is simply this: That we work toward a goal of 1 July to put a Career Service Program into effect, upon which date it seems to me we should consider the possibility of dissolving this Board. I think you will find presented in this short outline, exactly what we have in mind. There is a schedule of meetings of the Board which will occupy your Thursday afternoons from 4:00 to 5:00, with two exceptions, between now and the first week in June.

There is also presented for you a list of nominees to task forces on Promotion, Career Development of Junior Personnel, the CIA Career Service, Overseas Rotation Planning, Responsibilities of Component Boards, and, finally,



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Presentation Arrangements. Now that last task force title will not ring a familiar note because that is part and parcel of the proposal that I want to make today.

It seems to me that the good will that has been put into the Career Service Program by the members of this Board, and the members of this Board that have rotated in and rotated out, and the amount of effort that is put on Career Service by all of the Office Career Service Boards, to a large degree has not had the full impact that it should have had on Agency employees, due to ignorance, or, to put it more directly, due to a lack of communication with our individual employees. Every now and then I get a startling example of somebody who is so close to a Career Service Board that were it a venomous snake it would have bitten them, yet they don't know what a Career Service is or how it affects them, or where they go forward on it.

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Now it seemed to me that one way to get this across was to have a meeting of all of the supervisors of the Agency at the same time, because it gets a much better effect, to my mind, than trying to do it piecemeal, and have a presentation made to them by this Board of what the Career Service Program is. Now when I say "all" of the supervisors I mean from the Branch Chief level right on up through and including the Assistant Directors, the Division Chiefs, and the Deputy Division Chiefs. There is a possibility that the best way to attack that is to ask every GS-13, 14 and above. Now I think the actual determination of individuals to be present we don't have to worry about, particularly, here. So if we are going to do that we obviously can't do it during the regular working period, and, equally obviously, no matter when we do it there will have to be a certain standby arrangement in the Agency so that the entire supervisory mechanism won't be absent elsewhere.

In discussing this with Harry Reynolds and Rud, it seemed to us we could take one Saturday morning and get the Department of Agriculture auditorium and put on a presentation for these individuals and answer their questions, and let them beef and get their criticisms as to what they know, a lot of which can be answered and have been dealt with but they don't know it, and make a presentation to them of exactly where the Career Service Program stands and what it means to them. And in working it out we felt that about the second week in June was the appropriate time, particularly if we determine that there should be an announcement and a solicitation for membership in the Career

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Service as of approximately 1 July, when I think it should be because after that date everybody entering the Agency will go into a 3-year probationary period, and we get the Selection Program running. I think if it is well done, and obviously we wouldn't want to do it unless it was well done, that this could have a very, very definite and great impact on the Agency. To my mind the major drawback about it is that we can't make the impact where it is most needed today, and that is on the people overseas, but I am sure that by hitting all of the supervisory personnel in the DD/P area, that will reflect itself pretty quickly to the people overseas just by the regular process of rotation traveling and by word of mouth.

Before we can put on the presentation there are two or three thorny problems which I think we have to resolve, promotion being the thorniest, to get a cross-Agency promotion policy in effect which everybody will agree to and adhere to, so that we don't have divergent promotion policies, although admittedly they are today just variations. And then the Selection Board Program firmly sealed. And then, it seems to me, that something which is almost exclusively a DD/P and Commo problem but reflects throughout the Agency, and that is the handling of overseas returnees, which is still a pretty thorny one. And then, as you recall, two or three meetings ago we agreed that one of the factors that should be reconciled is to try and give all of the Career Service Boards throughout the different offices a general outline of how Career Service Boards should work so that they can all be working more or less along the same pattern.

I would like to digress for just one or two sentences to say that two weeks ago Mr. Reynolds, Mr. [REDACTED] and myself attended a meeting of the Communications Office Career Service Board, and I must say that I was very, very much impressed by the way that Board was working, and by the obvious grasp that the Board members had of their responsibilities and of their goals, and by the very obvious evidence that the Board and the Office were totally on top of the personnel program within that Office. And the system they have whereby at least once a year every individual's status is considered, must be a very major morale factor throughout the entire Office of Communications, which I think is reflected throughout that Office by its personnel. And, in that connection, I would like to take just a couple of minutes to read to you an excerpt from the Monthly Report by the Chief of the [REDACTED]

If, after I read it, there is a demand for copies of it, I'm sure

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25X1A9a

[REDACTED] would be happy to make them available to you.

25X1A

. . . The above-mentioned excerpt from Monthly Report by Chief of the [REDACTED] was then read to the Board by the Chairman and is appended hereto as Tab A . . .

MR. KIRKPATRICK: Now I think you can see this was written not only with a good deal of appreciation of the problems but with a certain amount of feeling. It also emphasizes what I have always felt most strongly about Career Service, and that is that it is a tripartite undertaking. It is not only the Career Service Board which can only arrive at the best solution, and the Office of Personnel, but it is also the supervisors and the independent components.

You have the proposed plan of action before you, what are your views?

25X1A9a [REDACTED] I have two suggestions. I am, generally, in favor of this, but I don't think this Board, necessarily, should be dissolved, because I think if the word got around it would have an adverse psychological effect. I think the Board might stand down until some major problem came up that was not limited to things that this Personnel Policy Committee could handle, and then brought back again on sort of an ad hoc basis. Just suspend it without dissolving it.

3 And the second thing, and this is a personal feeling, is that the present Chairman of the Career Service Board, for continuity sake, in the first place, and, in the second place, because of the nature and the variety of complaints that personnel have who come to him, should be either a member of the Policy Committee, or if he didn't wish that, at least an ex officio member so that he is here and could provide the continuity and bring in things that might not otherwise reach them.

25X1A9a

[REDACTED] Kirk, what is meant by the Big Six?

MR. KIRKPATRICK: The 3 Deputy Directors and the 3 Assistant Directors of the independent offices.

MR. BAIRD: I think it is offensive.

MR. KIRKPATRICK: Who is it offensive to?

MR. BAIRD: Me.

MR. KIRKPATRICK: Are there any other comments on the proposed plan?

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Any violent disagreements?

I feel quite strongly that we have these things now at a stage where the wrap-up is only a matter of putting a little energy behind them and getting them accomplished. And once we can get this done, with every employee handed a statement of "This is Your Career Service Program," and "You don't have to become a Career Service employee unless you want to," and, "Here is what your obligations are going to be," and, "Here is what your benefits are going to be" - I think when that is done that will have a great impact.

25X1A9a

Where, if anywhere, Kirk, does the matter of consolidation of the component Boards come under this? We are going ahead pretty fast with ours, all things considered.

MR. KIRKPATRICK: I will tell you quite frankly, John, that is something best done in the way you are doing it, rather than having external pressures put on it. In other words, if the DD/I, like the DD/P, can get some of its Boards consolidated--for example, I see very little practical reason for an ONE Board, except pro forma--but I think that for this Board to try and put pressure, it's much better for the pressures to come from within, as it has in your area.

25X1A9a

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25X1A9a

This proposal of disbanding this Board, which General [redacted] was just speaking about, and his emphasis was on the fact that it might have an undesirable effect on the morale of the organization and Career Service as such, why isn't it possible to make this Personnel Policy Committee, which was suggested here, a device which, with a change of name could not only handle personnel policies but Career Service matters--which might be tied into the title--and Super-Grade Promotions as well? It's all the same personalities. And since it's in being already for one function why not tie these other functions on it and revise the title of it in such a way that it at least puts a sign out for top level Career Service without our continuing this Career Service Board? I think the basic suggestion that the Board be dissolved is probably a good one, and that the work be carried on by the Assistant Director of Personnel in the normal mechanisms of the Agency, and that we can get around it by just suspending the activity of this Board and only calling it when there is some particular problem to consider, because I am not entirely sure that is as clean a way to do as if we do it the other way. We have enough groups and task forces and committees, and Lord knows what all

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around this Agency, without having one in the status of suspended animation.

MR. REYNOLDS: I think that is a good thought, Dick. It's the same people as are on the Review Board.

25X1A MR. [REDACTED] I think [REDACTED] has a point in keeping 25X1A9a  
the name "Career Service".

MR. KIRKPATRICK: What you do in effect is simply revise your Regulation establishing your Career Service Board and perhaps retain the title but incorporate in it the functions of the Super-Grade Board and whatever else you want to, and you change certain of your membership.

MR. REYNOLDS: Your membership of the Super-Grade Board is this bunch here.

MR. KIRKPATRICK: But the members of the CIA Board, established by Regulation, is different.

MR. REYNOLDS: That would only meet at the call of the Deputy Director anyhow, and I think he will approve the papers that I have prepared for him on the functioning of that Board.

25X1A9a 25X1A9a [REDACTED] What effect would it have on [REDACTED] out there-- knowing those things about deteriorating incentives--to suddenly hear that the top Board was abolished? But I accept Dick's modification of that.

3 MR. KIRKPATRICK: Of course, one thing I think we want to get across in this June 12 meeting is exactly what has been done in the last three years by the CIA Career Service Board in the way of getting these things ironed out, and getting them rolling, which I think is an accomplishment that shouldn't be overlooked. There has been a tremendous amount of executive manpower used in getting these things thrashed out, and, if nothing else, this Legislative Program is something that is here to stay - all we have to do is get Congress to approve it.

MR. REYNOLDS: The presentation of that June 12 meeting is the most important job we have, in my opinion. It's the supervisors that are responsible, basically, for the success of this thing. It's the Branch Chief, the sergeant in command of the squad, and if we can sell it to him so it gets down to the level of the smaller supervisory groups, then we're operating profitably.

MR. BAIRD: Dick, as I understand the proposal and amendment you don't object to this Committee functioning as a Committee called the "Career Service Board"?

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25X1A9a

██████: I simply mean revise the title so that you keep in the title the word "career" in some way.

MR. BAIRD: Wouldn't it be easier to change the functions as you have outlined but keep the name? Change the composition of the function but keep the name? I was thinking of the selection for National War College, for instance, which is a Career Service Board function, - the same people to do it. There may be one or two little minuscule points like that this Board could continue to do.

MR. KIRKPATRICK: There is one thing we do want to do and that is to see if we can't combine some of these boards and functions so that we cut down on the number of boards and the hours of executives' time that must be used on going to meetings.

MR. WHITE: That is a real practical consideration. I think this is all alright, but I think we all should recognize that Frank and Bob--of course, I don't have anything to do, but they are pretty busy people--by the time you go to the Deputy's meetings and the PRC once a week, and a few other meetings, you have to recognize that those people just don't have a great deal of time to sit down and spearhead this thing. The Personnel people have to jump into the breach and spearhead it because all you are going to get out of those other people is if you have a policy decision that you can lay on the table in clear-cut terms they will either buy it or throw you out.

25X1A9a

██████ Red, my understanding of this was that this Policy Committee that was to be set up was to practically never sit on Career Service matters, that that was to be taken over by the AD/Personnel, and it would only be in the exceptional case it would be convened for that purpose, and for that reason these high level individuals were put on it. So it would be a committee more in name than function. In other words, it's not going to do any spearheading, it's Mr. Reynolds who will do that.

MR. KIRKPATRICK: And the paper work.

MR. REYNOLDS: Now let's take a case which might come up--a very thorny one--of how to handle surplus, and suppose we evolve a theory in the Office of Personnel of how this should be done. Instead of having to send around a paper, a meeting of this group would thrash the thing out, and it would be done a good deal quicker and we wouldn't have knit-picking on the wording of the Regulation. That would only be called by the DDCI because I said these people ought to get together and discuss it. If we had a Super-Grade

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Board meeting we would call them together only with the proviso that he insists upon, that there should be no deputies and no proxies, and that an absent member forfeits his vote.

MR. BAIRD: But wouldn't the agenda determine who was to be present? Supposing Frank Wisner was supposedly on this Board and he looks at the agenda for that meeting and he determines who represents him.

MR. REYNOLDS: Bob might want Gene to come, for instance. I think it's a very good idea.

MR. BAIRD: So do I.

MR. KIRKPATRICK: It seems to me the question that Matt raised, that is, selection for the War College and Harvard School for Advanced Management, and perhaps some of the other very external training selections, that consideration might be given to having one of the already established boards do that for the senior schools, perhaps this Board, and for the less senior schools perhaps the Selection Board. In other words, let's make use of the mechanisms we have, let's not create any more, and maybe cut down a few.

25X1A9a [REDACTED] If you do what Matt suggested you would keep this Board, on non-Super-Grade matters, let's say.

3  
MR. BAIRD: If the agenda for this Committee is the Super-Grade then Frank attends and Bob attends, and if it's selection for the National War College then Gene attends. It seems to me that it works itself out. But you don't create a lot of separate committees. You abolish this one but you set up another one.

25X1A9a [REDACTED] I'm going right along with you.

MR. BAIRD: But you abolish the Career Service Board and you set up a Personnel Policy Committee.

25X1A [REDACTED] I thought they decided to have that the same membership as the Super-Grade Board and just change the name.

25X1A9a [REDACTED] This could eliminate three or four boards now functioning by gathering those responsibilities into this as-yet-nameless-committee which will carry a Career Service psychological continuity with the Career Board.

25X1A MR. [REDACTED]: Why not call it the "Career Service and Personnel Policy Board," and change its functions in the way we have discussed?

MR. REYNOLDS: I think that title would be absolutely okay as long as it continues the continuity. Your point is very well taken, and Dick's

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point of cutting them down to one Board and have the agenda control, as Matt suggested, is an awfully good idea, in my opinion. We selected these names for these task forces with a great deal of care. If any of you have any comment on it or any additions--any people you want to add, without getting too big, because some of them have a very tough job. We tried to pick people who are more or less specialists in their own particular line.

25X1A9a

[REDACTED] The first one would have a week in which to do its job. We have a lot of work ready for them.

MR. REYNOLDS: Let's leave that one alone. Starting with the Career Development of Junior Personnel, then.

MR. KIRKPATRICK: You will recall this is already enroute.

25X1A9a

[REDACTED] and myself are half-way through this already. This is the 120 slot problem, which is being carried out according to the directions of the Board.

25X1A9a

[REDACTED] Fortunately the Board has already given perfectly good guidance.

25X1A9a

[REDACTED]: On the first two, yes. On the third it's a question of implementing it. Overseas Rotation Planning & Responsibilities is pretty much a wide open thing. But that is 30 April so we have a little time to get some policy guidance on that.

25X1A9a

[REDACTED]: I have two questions I'd like to raise about the slates. On the slate on Career Development of Junior Personnel, I don't have any doubt that [REDACTED] is in a good position to represent the DD/P as well as Training, but since that is going to be a particularly important problem as far as DD/P is concerned, I think somebody who is currently there and who deals with these problems there, should be on the Committee, either replacing one of the individuals already there or as an addition.

25X1A9a

MR. REYNOLDS: I think we should add them. [REDACTED] is Chief of Placement, and [REDACTED] is Deputy Chief of Procurement. We will put anybody on that you say, Dick. Whoever you would like, let's put him on

MR. KIRKPATRICK: How about [REDACTED] 25X1A9a

[REDACTED] Yes, that would be alright.

25X1A9a

[REDACTED] Tony has done a lot of work on it.

25X1A9a

[REDACTED] That is alright. Put [REDACTED] on it.

The other one I want to ask about is the last one. Harry just made the statement a moment ago that the way that meeting goes off is going

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to be one of the most important planks in this whole business. I don't know

25X1A9a [REDACTED] of Training--

MR. KIRKPATRICK: Can I anticipate your question? [REDACTED] was put 25X1A9a

on there -- what do you mean, you don't know [REDACTED] 25X1A9a

25X1A9a [REDACTED] I didn't know he belonged to Training. 25X1A9a

MR. KIRKPATRICK: The point of putting [REDACTED] on there is that he is the fellow that always does the props and charts and makes the arrangements for the Department of Agriculture Auditorium, so he is the property man on that.

MR. BAIRD: I wouldn't put him up at the top of the list, because he might have the mistaken opinion that he is the Chairman.

25X1A9a [REDACTED] As a matter of fact--seriously--I strongly recommend that I be the chairman of every one of these task forces, because I don't believe that we can coordinate the thing unless it is that way.

25X1A9a [REDACTED] A very sensible idea.

MR. KIRKPATRICK: You took the words right out of my mouth.

25X1A9a [REDACTED] It's not a job I'm asking for, but I got it.

25X1A9a [REDACTED] This is going to be held in the month of June, so can we put somebody on here who has once in his life had something to do with a presentation? I don't see anybody.

25X1A9a [REDACTED] I'll reveal my fine Italian hand there. I felt that a presentation in the Department of Agriculture auditorium couldn't be put on unless [REDACTED] helped very substantially, because he knows all the angles and who to make the arrangements with, and all of that; and Hal [REDACTED] of OCI to provide the resources of the presentation, the rooms and techniques and skills of OCI in presentations.

25X1A9a [REDACTED] I was going to suggest [REDACTED] who actually is 25X1A9a our presentation man and who would be the boy to have on this. But I'd like to check on that.

MR. REYNOLDS: I think this Committee can be bigger as you go along.

25X1A9a [REDACTED] And [REDACTED] because we can't do anything without 25X1A9a him anyway. He is the guy that [REDACTED] works with on laying on these presentations.

MR. WHITE: I might make the introductory remarks. (Laughter)

25X1A9a MR. [REDACTED] NO - with a large "N".

MR. KIRKPATRICK: Probably none of those on the Presentation

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Committee will have to say anything in the presentation.

25X1A9a [REDACTED] Who is going to be the stage manager in the sense that so and so gets 15 minutes, and will cover these points?

25X1A9a [REDACTED] I'm counting on the Chairman for that.

MR. KIRKPATRICK: My idea is that this particular task force will be in charge of making all of the arrangements, for seeing that the props are done, for seeing that the set-up is made so that everybody will get there, and seeing that everybody who is supposed to get there, gets there, and seeing that they are handed the right papers. But the actual program as to who is going to say what, we will work out and present to this Board exactly who is going to speak, what they are going to cover, and work out in advance the presentations. I am trusting the Director and Deputy Director will be there the entire time or as much time as they can spare, the Director either to start out or wind it up. And that is the general idea, because I think there are a lot of things we have to cover: some things Harry should cover, some things Red should cover, some things that you or Frank should cover, some things that Matt should cover from a training point of view, to give them a rounded picture of Career Service, and exactly what it means, and I thought we would call it out that way, taking into consideration all of the factors, speaking about what we want to get across, and so on, and have short, hard-hitting talks, so when they go out of there after three hours they are going to be saturated in Career Service.

25X1A9a [REDACTED] 27 May has been reserved for a dry-run here if we want to have it.

MR. BAIRD: Could this be from 7:00 to 10:00 at night? It happens this is my 30th reunion day. Would an evening make a difference?

25X1A9a [REDACTED] In the spring it would, because there are a lot of gardeners around here.

MR. KIRKPATRICK: I am not sold on Saturday morning. I simply picked Saturday morning because I was sure we could get the auditorium then and people wouldn't have excuses for not being there.

25X1A9a [REDACTED] It will be sort of a command performance, with rather limited excuses.

MR. BAIRD: You could still have a command performance in the evening.

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MR. KIRKPATRICK: Is there any feeling one way or the other on this?

MR. REYNOLDS: We just have to plan for it ahead of time. I think an evening is better in that time of year, and we might need another week, Rud, you know. Nothing is going to stop me from going to Bermuda, if I can possibly help it.

MR. KIRKPATRICK: What is the feeling of the Board? Would you rather have it in the evening or would you rather have it Saturday morning?

25X1A9a

[REDACTED] I think the evening is better.

[REDACTED] You think a Friday morning would be out?

MR. KIRKPATRICK: We have to run the organization. And you have to get all the supervisors there.

25X1A9a

[REDACTED] On the Overseas Rotation one I think you should have someone from [REDACTED] organization on it.

25X1A9a

MR. KIRKPATRICK: How about [REDACTED]

25X1A9a

25X1A9a

[REDACTED] Let's have [REDACTED] on it.

25X1A9a

MR. KIRKPATRICK: Well, seeing that we have no strong feelings on it I'll take a vote. How many would rather have it in the evening? How many on Saturday morning?

... A Showing-of-Hands vote was then taken by the Chairman ...

MR. KIRKPATRICK: The evening carries it. Now is there any day of the week that you prefer, one way or the other?

25X1A9a

[REDACTED] Friday night is probably the least desirable.

25X1A9a

[REDACTED] Better make it Monday night if you want them to stay awake. No, Monday night is the night you rest up from the weekend, isn't it?

MR. KIRKPATRICK: How about Tuesday night? Are we going to conflict with Reserve meetings or something?

25X1A9a

[REDACTED] Those are on Monday night.

25X1A9a

MR. KIRKPATRICK: You better get [REDACTED] to find out whether the auditorium is available on a Tuesday night.

25X1A9a

[REDACTED] Is this instructed attendance?

MR. KIRKPATRICK: I would think so.

MR. WHITE: I would also suggest that as soon as they start asking questions as to whether or not they get overtime for this, the answer is "No".

25X1A9a

[REDACTED] But if it's in the evening you better get hold of the

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Director's calendar and put a lead weight on it.

25X1A9a

There is going to be a National air raid exercise along about that time.

MR. KIRKPATRICK: I think 7:00 to 10:00 is probably better.

MR. WHITE: Some of the people live quite a ways out and that makes kind of a long day. A lot of people, when they get home they don't want to come back.

MR. KIRKPATRICK: But a lot of them don't get away from their desks until 6:00 o'clock.

MR. WHITE: 7:00 would sound good to me, to give everybody a chance to get something to eat.

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MR. KIRKPATRICK: Any other suggestions about the specific time on Tuesday? That would make it the 15th of June.

MR. REYNOLDS: Tuesday, the 15th of June, at 1900.

MR. KIRKPATRICK: Any other comment on the proposed plan?

I'd like to make one suggestion and that is that the Inspector General be tied in with this, either officially as a member--

MR. BAIRD: I certainly second that.

MR. KIRKPATRICK: Any discussion of that? Hearing no discussion we will move on to the new business.

Is there any new business?

I have one matter I would like to raise quickly, seeing that the time is approaching 5:00. The Office of Training has presented a Confidential Job Performance Report. Matt, you asked for approval in principle of a special Performance Report. Do you want the Board to approve it?

MR. BAIRD: Recently I raised the question with you whether this was an appropriate body to pass on it.

MR. KIRKPATRICK: It would take just a minute to read this, and if you all agree we won't have to duplicate it and distribute it.

(Reading)

17 February 1954

TO: Chairman, CIA Career Service Board

SUBJECT: Confidential Job Performance Report

1. PROBLEM:

The Office of Training needs systematic information concerning the job proficiency of Agency employees as the only adequate means of appraising and improving its assessment,

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testing, and training evaluation programs.

2. FACTS BEARING ON THE PROBLEM:

- a. Individuals assessed, tested or evaluated during 1953 represented a wide variety of job assignments under a wide variety of conditions in all components of the Agency.
- b. Many of the tests, assessments and evaluation procedures are known to be useful in general for prediction of certain kinds of performances but their specific validities for different kinds of Agency assignments are not known. Until these are known the value of Assessment and Evaluation programs will not be fully exploited.
- c. The DD/P has recognized the importance of validation research and has appointed a committee to work with the A&E Staff in planning such research.
- d. Personnel Evaluation Report (PER) is used periodically by supervisors in all Agency components.

3. DISCUSSION:

4 Both because of its purpose as an aid to the supervisor in dealing with his people and because of the general reluctance of supervisors to make realistic judgments of their employees for official purposes, the PER is not a suitable research tool. There are two possible methods of obtaining realistic appraisals of an employee's job performances. Interviews with supervisors could yield much of value. This method, however, is both time consuming and expensive and is most suited to special investigation of a particular job. The second method is to routinely obtain a confidential report (see Annex 1 for a possible form) concerning the performance of each individual employee. Such information accumulated over the years would have the advantage of covering a wider variety of jobs, of obtaining more than one estimate of an individual, and serve as a broad base upon which to make special studies designed to increase the value of Assessment and Evaluation programs.

4. CONCLUSIONS:

- a. A procedure is needed which will enable supervisors to supply simply and routinely their estimates of employee efficiency.
- b. For practical reasons, special evaluations should be made at the same time as the periodical PER.
- c. These reports should be forwarded directly to the A&E Staff, Office of Training, to be used for research purposes only and should not be available for inspection by anyone else.

5. ACTION RECOMMENDED:

Approval in principle of the Special Performance Report, followed by instructions to OTR to work out the details.

/s/

MATTHEW BAIRD  
Director of Training

MR. REYNOLDS: Is that an additional report to the PER?

MR. WHITE: In addition that Personnel would make a confidential

one to Training.

25X1A9a [REDACTED]: I'm sorry but I can't see that that can be done, on a

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whole series of grounds.

MR. REYNOLDS: Right at the moment we are having a very difficult time trying to get a machine-run on what people really think of their employees. We have to get an adjective rating somehow, other than the PER, which means the PER has to be changed.

MR. KIRKPATRICK: Didn't we approve, about two months ago, a whole new form?

MR. BAIRD: The only purpose of this, gentlemen, is to do some validation research on assessment and evaluation techniques. You can keep on assessing but if you don't know whether your results are any good you are assessing in a vacuum.

MR. WHITE: But you are assessing only a small number of people.

MR. BAIRD: We are giving training evaluations to a great number of people.

MR. KIRKPATRICK: Wouldn't a more practical way be to do spot research for evaluation?

25X1A9a 4 [REDACTED] In the first place, it's a matter of downright ethics. You can't very well officially write two reports on an individual, one which you show him and one that you don't; secondly, you say that this is going to be used for confidential purposes only, but there is no such thing, - they have a problem now in trying to keep personnel records sacrosanct, but there is a question as to what extent that can be done; thirdly, this would be an additional load on all the supervisors, with that additional reporting; and fourthly, it seems to me that the aim can be accomplished by the first method and then on a spot check basis. If you have cases, Matt, that you are interested in following through, then it seems to me they ought to be followed on through on a case basis. I grant you that from the standpoint of the research and the statisticians, and the fellow who likes to write philosophical theses--he wants all the data, but as a practical matter we can't get it for him.

25X1A9a MR. BAIRD: But you want his performance as good as possible. This is merely an attempt to make that much better.

[REDACTED] A lot of people will wonder if a Chief is writing personnel reports about them. I think it would give rise to suspicion.

25X1A9a [REDACTED] Make the PER's useful and find some confidential place where they can be kept, and check to see that the evaluation reports are

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made out accurately.

MR. KIRKPATRICK: The PER should be frank and it should be accurate. It should be something that can be relied on. It should go in the Personnel Folder and the Personnel Folder should be held very tightly by the Office of Personnel and shown only to those who need to see it. If that is done then the system is licked.

But I think from the point of view of your A&E Staff, they simply couldn't handle that mass of paper. You would come up with a request to double their T/O if they got one of these on every employee.

MR. BAIRD: They can do the spot check but it just won't be as meaningful.

MR. KIRKPATRICK: Let's have it a little less meaningful and not burden down 600 supervisors. I think that is the general sense of the Board. I think this new evaluation form that [REDACTED] himself worked on--

25X1A

MR. BAIRD: That doesn't go to the A&E Staff.

25X1A9a

[REDACTED] But they can see it.

25X1A9a

[REDACTED] devised it with the possibility this could be used as a research tool.

MR. BAIRD: That is if the Personnel Office releases it for that purpose.

MR. KIRKPATRICK: Your validation has to be consistent. Unless you have done an assessment on every employee it doesn't do any good if you get the PER's on every employee.

MR. BAIRD: For every one you assess you get a training evaluation on a hundred.

MR. KIRKPATRICK: Until the A&E program is more comprehensive it seems to me your spot research check is the best that can be offered.

MR. BAIRD: This is something I don't expect to have to fight for. I think that Harry Reynolds, if we do the testing for him, will some day come up and say, "How do you know your testing is any good?" I would think he would want to say that.

MR. REYNOLDS: I think the PER has to show that on cases where they have been tested.

MR. BAIRD: If you can make the PER's meaningful.

MR. KIRKPATRICK: This is the goal - I think we just have to make the PER work. I think if we slapped down a few supervisors the PER's would

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drastically improve.

25X1A9a

[REDACTED] You also have to consider how accurately the supervisor evaluates his people. In the military when they consider the fitness reports they also consider how accurately they evaluate their people on the fitness reports.

MR. KIRKPATRICK: That is a subject for some very frank discussion at this June 15th meeting, too, because probably every one of those people will be filling out PER's on a number of individuals.

25X1A9a

[REDACTED] It has appeared to me over the past year that the PER, although it makes some very important and very forward looking and real contributions to the philosophy and technique of evaluating people, is not yet what we want. It needs to be revised. Now I think we have had a couple of years' experience with it and it's time to take a good solid look at the PER itself.

MR. KIRKPATRICK: Before you do that somebody is going to have to sell me on the difference between that and this new, complicated form that we have just approved.

MR. REYNOLDS: I think you have to combine them and put some of Matt's stuff in, and make it one. The important thing is to get legislation on it so we can use it.

MR. KIRKPATRICK: If we have [REDACTED] behind it we're sure to get it. 25X1A9a

Any other comment on this? Any other new business? Stand adjourned.

. . . The Meeting adjourned at 5:08 p.m. . . .



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TAB A

EXCERPT FROM THE MONTHLY REPORT FOR FEBRUARY BY THE

25X1A

7. The Home Office paper covering the purpose, functions, and modus operandi of the KUCIUB Career Service Board was received and our interest in the paper is reflected by the fact that it was promptly distributed to all stations. It is probably difficult at home to realize what an important factor in personnel morale the Board has become. Word of what an excellent job is being performed by our Board has spread throughout the other elements of KUBARK, at least in this theater, and we are continually in receipt of envious commendations from other units, particularly personnel officers. All of which introduces an interesting subject. The functions and purpose of the Board include, among others, that of "reviewing conditions....and making recommendations....to the KUBARK Career Service Board concerning working conditions and benefits that would serve to strengthen morale and increase esprit de corps." It is our earnest hope that all concerned realize the fundamental importance this aspect of career service is beginning to have. Quite properly, the energy and time of the Board has so far, to our knowledge, been principally concerned with the intelligent rotation and equitable promotion of personnel. The ceiling on personnel, the "growing up" of our people (many personnel are beginning to bump their heads on grade ceilings) and the changing character of our expansion are beginning to have an effect which, as time goes on, will reduce considerably the incentives to career service so often relied on--new fields to explore, job openings everywhere, quick promotions possible and often even probable, etc. Conversely, many new Government regulations and policies which take away privileges and severely limit former inducements to Government service are not likely to encourage "career service." This is not a staff study on the subject (though one could be written if desired) but a few examples of the problems which will bear some study are:

a. Limit of 3,000 pounds of household furnishings regardless of rank or size of family, coupled with very stringent reductions in Government furnished household items will eventually force personnel with families to live well beneath their means, which is not required of a citizen in civil employment.

b. Reduction of the authorized limit on accrued leave. Not only is this disheartening (how many changes have there been in the last three years?) but no one is able to find out how much they have coming, how much they will lose, etc.

c. The ponderous and impersonal (and as often as not, inaccurate) way in which the financial status of personnel is handled. It is not unusual to have to wait months or even years for an account to be settled in favor of the individual, while on the other hand the bill being settled in favor of the Government is usually handled with considerable alacrity and followed up within a few days with a note demanding immediate payment in only partially disguised haste. We have had people spend their entire tour trying to find out and clear up their financial status. The problem is actually quite simple. Worries over money and indebtedness are sure death to continued interest in this organization and at all costs an efficient, fast-moving accounting system must be found which will guarantee current and accurate status reports to all personnel.

25X1A6a d. The horrendous difference in housing between one station and another. At [REDACTED] for instance, we have been at work now for over a year on a study recommending the erection of dependent houses, digging up facts, trying to find the best way of presenting them so as not to be turned down, constantly aware that the effort is probably futile anyway since some day we may inherit housing units [REDACTED] All this does not erase a few very pertinent facts as regards personnel morale, esprit de corps, career desires, etc. The people at [REDACTED] have lived and are living in hovels, because this organization failed three years ago to say if you are building a radio station, build houses and BOQs. If we didn't have the money we could have left ten positions off the plans. If we couldn't do it on [REDACTED] property, we could have done it on adjacent land. Even the Congressional bar [REDACTED] construction could have been gotten around if the problem had been considered

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properly serious. There have been beautiful--and empty--dependent homes at [REDACTED] for almost two years. The people who made these decisions are not to blame. The situation in which a group of people interested in furthering career service did not exist to constantly and energetically push such problems along to an adequate solution is to blame.

We now have a group openly and officially dedicated to the furtherance of career service. It is obvious that without intelligent and real inducements to career service people with growing responsibilities will eventually grow restless and leave for greener pastures, at least those who are worth keeping. This natural process, in which ordinary people stay on and rise to the top and really good people leave for employment which more nearly compensates them for their worth, must be avoided. To accomplish this, the really good work of our CSB will have to be extended energetically into all the fields presented by its own charter, keeping in mind that "compensation" need not be limited to money but can also be defined in terms of personal dignity and family welfare. People who do not understand what has been said here have not waited overseas--in peacetime--for the better part of a year without their families, have not seen the BOQ and dependent housing at [REDACTED] have 25X1A6a not been told that Finance has decided their \$1100 bonus was illegal and therefore had to be returned, have not done without ordinary conveniences because of inequitable shipping regulations, have not lost leave they weren't sure they had coming--all while the most minute error on their part resulted in a crypto violation being recorded in their service record, even if it was directly traceable to worry over money or family and caused by improper or inadequate management. There is no reason for anyone to get defensive over the remarks made here. We believe, however, there is every reason for KUCLUB to meet this problem squarely, prepare for it, and by so doing get as far ahead of the rest of the organization in Career Service promotion as they currently are in promotion and rotation activity.